Strategic Planning Framework

"Creating the Future for America's Working Lands"

Overview

The purpose of this effort is to **t**ake NRCS through envisioning its future and develop the necessary procedures and operations to achieve that future by September 30, 2010. This framework emphasizes a proactive approach in creating the future of NRCS and providing a clear understanding to our customers, stakeholders, and employees of how NRCS activities directly improve the environment.

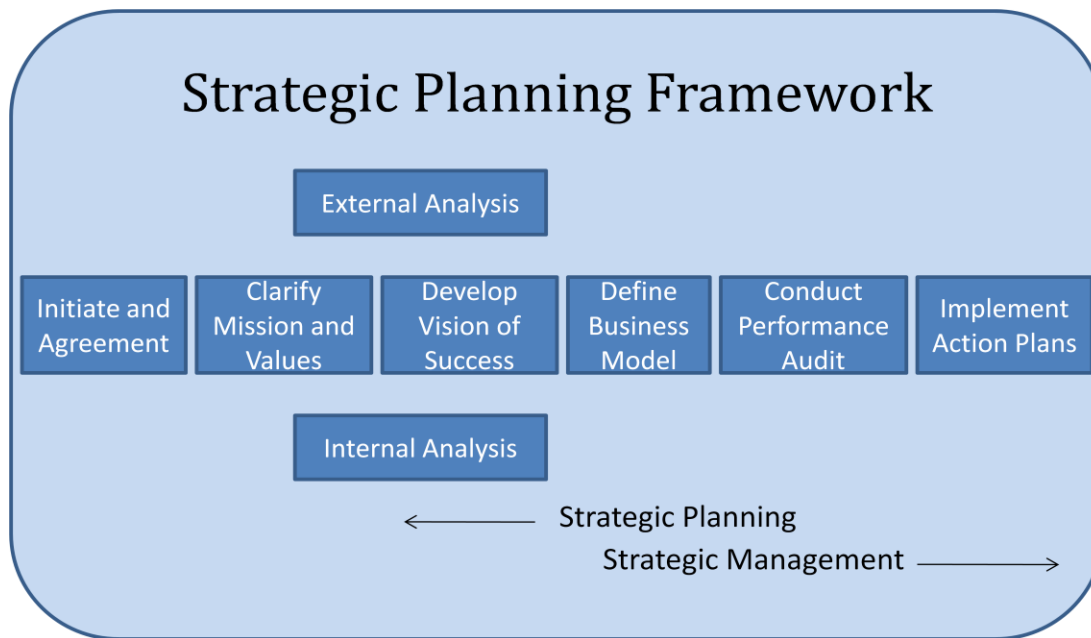## The Strategic Planning effort should:

- Promote strategic thinking, acting, and learning
- Better decision making
- Clear direction
- Clear linkage between agency strategies and day-to-day work
- More effective NRCS
- Good management to draw resources to produce outcomes
- Increased budget performance integration
- Increased public value
- Higher employee pride
- Foster innovation
- Create our future
- Ability to write aligned subunit plans
- Acquire more resources
- Better utilize existing resources
- Integrated action plans

Comparison of strategic planning methodologies:

- (Recommended) Vision of Success and Business Model Approach – The primary advantage to this approach is the development of a strategic business model to include:
    - lines of business,
    - critical success indicators
    - strategic initiatives (thrusts)

- Goals Approach – The compilation, review, and update of existing organizational goals or desired outcomes.

General Timeline:

- March 2010 – Initiate and Agree on the Framework
- April 2010 – Clarify Mission and Values
- April 2010 – Develop a Vision of Success
- M 2010 – Assess the Environment
- June 2010 – Define the Business Model
- July 2010 – Conduct a Performance Audit
- August - October 2010 – Implementation

Strategic Planning Framework

Strategic Planning Framework					
External Analysis					
Initiate and Agreement	Clarify Mission and Values	Develop Vision of Success	Define Business Model	Conduct Performance Audit	Implement Action Plans
Internal Analysis					

← Strategic Planning

Strategic Management ──────→

Strategic Planning Framework

Phase:

1. Initiate and Agree on the Framework
   a. During this phase, agency leadership must ask and answer such questions as who should be involved, how long it will take, how to involve absent stakeholders, what information is needed, and who will develop the data.

2. Clarify Mission and Values
   a. The planning team examines their own, the agency's, and stakeholders' values--their goals and interests--and how conflicts in these values can be managed.
   b. Mandates are identified to determine what specifically is required and not required of NRCS.
   c. Mission Clarification - The four primary questions asked in this phase are what function the agency performs, for whom it performs this function, how it performs its function, and why the agency exists.

3. Assess the Environment
   a. The external and internal environments are assessed for future opportunities and challenges.
   b. The external analysis includes market/service segments, customers, socio-demographics, politics, technology, economy, and factors affecting the natural environment.
   c. The internal analysis includes resources (i.e. people, financial, information), present strategies, and performance.

4. Develop Vision of Success
   a. Define priority strategic issues that NRCS must address in order to be successful in the future. A priority strategic issue is a broad area that affects the fundamental way NRCS approaches its markets/customers and internal organization and has strategic and long-term performance significance.
   b. Articulate vision of success – The proactive designing of the future in which seeing the future state helps mobilize support for its adoption.

5. Define Business Model
   a. The planning team conceptualizes specific alternative scenarios and the routes for getting there.
   b. The development of a strategic business model includes business lines and or program areas, critical success indicators, and strategic initiatives (thrusts).

6. Conduct Performance Audit
   a. The team evaluates the agency's current performance in order to "prevent hallucinations" about its capacity to achieve the envisioned future. Gap analysis - As the audit reveals gaps between current and envisioned performance, the team must return to the business model and rework their scenarios.

7. Implement Action Plans
   a. The strategic management system is updated to support the agency strategies and action plans are integrated.
   b. All stakeholders are informed of the plan, and it becomes a part of everyday management decisions. At the same time, the agency continues to scan changes that affect it, and strategic planning is institutionalized as an ongoing process.

Example of Agency linkage: